

Lampiran 1: Kuesioner Penelitian

KUESIONER

Kepada Bapak/Ibu/Sdr/-I Responden yang terhormat.

Assalamualaikum Wr.Wb

Sebagai syarat menyelesaikan studi di jurusan Manajemen fakultas Ekonomi dan Bisnis Universitas Muhammadiyah Malang, saya melakukan penelitian tentang “ **Pengaruh Budaya Organisasi dan Motivasi terhadap Kinerja Karyawan Bank BRI Cabang Ponorogo** “. Untuk itu mohon bantuan Bapak/Ibu/Sdr/-I mengisi angket ini berdasarkan kondisi Bapak/Ibu/Sdr/-I masing – masing saat ini, apa adanya. Semua informasi yang didapatkan akan menjadi bahan penelitian secara akademis dan semua jawaban akan dirahasiakan **dan tidak akan mempengaruhi penilaian perusahaan terhadap kinerja Bapak/Ibu/Sdr/-I.**

Akhirnya, peneliti mengucapkan terima kasih yang sebesar – besarnya atas kesediaan Bapak/Ibu/Sdr/-I yang telah meluangkan waktu untuk mengisi angket ini , dan peneliti mohon maaf apabila ada pernyataan yang tidak berkenan di hati Bapak/Ibu/Sdr/-I.

Wassalamualaikum Wr.Wb

Hormat Saya,

Moch Affan Nafiis Faadhilah

Petunjuk Pengisian Angket

Saudara cukup memberikan tanda (√) pada pilihan jawaban yang tersedia yang sesuai dengan pendapat Saudara. Jawaban yang Saudara berikan tidak akan mempengaruhi hal apapun yang berhubungan Saudara. Adapun pilihan jawaban yang tersedia adalah:

SS : Sangat Setuju

TS : Tidak Setuju

S : Setuju

STS : Sangat Tidak Setuju

CS : Cukup Setuju

Identitas Responden

1. Jenis Kelamin : Laki-laki / Perempuan

2. Usia :

3. Tingkat Pendidikan : SMP / SMA / D3 / S1

4. Bagian :

5. Status Perkawinan :

6. Lama Bekerja :

Kuisiomer Kinerja

No	PERTANYAAN	SS	S	N	TS	STS
KUANTITAS						
1	Saya mampu mencapai target 100 % yang ditetapkan oleh perusahaan.					
2	Kuantitas pekerjaan yang saya lakukan selalu sesuai dengan standart yang diberikan perusahaan yaitu meningkatkan profatabilitas UKO					
KUALITAS						

3	Saya memberikan kualitas pelayanan dengan melaporkan hasil kerja setiap harinya					
4	Saya dapat menyelesaikan pekerjaan dengan baik dan teliti					
KETEPATAN WAKTU						
5	Saya dapat menyelesaikan pekerjaan dengan melaporkan hasil kerja setiap harinya					
6	Saya mengerjakan pekerjaan dengan cekatan dan tidak menunda - nunda					

Kuisiomer Motivasi Kerja

No	PERTANYAAN	SS	S	N	TS	STS
EKSISTENSI NEED						
1	Gaji yang saya terima mendorong saya bekerja sesuai dengan tugas dan tanggung jawab					
2	Bonus yang diberikan perusahaan mendorong saya bekerja memenuhi target bahkan melampaui target.					
RELEATED NEEDS						
3	Hubungan dengan rekan kerja mendorong saya bekerja lebih baik					
4	Team kerja saya mendorong saya bekerja lebih baik					
GROWTH NEEDS						
5	Kesempatan yang diberikan perusahaan untuk berkreasi dalam bekerja mendorong saya bekerja lebih baik					
6	Kesempatan untuk mengikuti pelatihan dan pendidikan yang diberikan perusahaan mendorong saya bekerja lebih baik					
7	Kesempatan untuk ikut terlibat dalam penentuan tujuan yang ingin dicapai mendorong saya bekerja lebih baik					

Kuisiomer Budaya Organisasi

No	PERTANYAAN	SS	S	N	TS	STS
Innovation and risk taking (Inovasi dan pengambilan resiko)						
1	Perusahaan menekankan untuk meningkatkan kreativitas agar pekerjaan dapat diselesaikan dengan cepat dan aman					
Attention to detail (Perhatian terhadap detail)						

2	Perusahaan menekankan untuk menerapkan sistem yang dapat menyelesaikan pekerjaan dengan tepat dan cermat					
Outcome orientation (Orientasi Hasil)						
3	Perusahaan menekankan untuk menerapkan sistem agar dapat meningkatkan efektivitas bekerja guna memperoleh hasil yang optimal					
People orientation (Orientasi Individu)						
4	Pihak manajemen perusahaan memotivasi untuk aktif mengambil kesempatan atau peluang yang ada					
Team Orientation (Orientasi terhadap tim)						
5	Perusahaan memberi solusi dan dorongan jika menemukan kendala dalam melakukan pekerjaan					
Aggressiveness (Agresivitas)						
6	Perusahaan menekankan untuk menerapkan sistem yaitu bekerja giat dalam melaksanakan tugas-tugas yang sudah menjadi tanggung jawab saya					
Stability (Stabilitas)						
7	Perusahaan menekankan pada strategi dan sistem yang jelas untuk masa depan karir karyawan					



Lampiran 2: Uji Validitas dan Reliabilitas Variabel Kinerja

Uji Validitas dan Reliabilitas

Correlations

Correlations							
	Y1	Y2	Y3	Y4	Y5	Y6	Y
Pearson Correlation	1	.799**	.258	.606**	.372*	.462*	.746**
Y1 Sig. (2-tailed)		.000	.169	.000	.043	.010	.000
N	30	30	30	30	30	30	30
Pearson Correlation	.799**	1	.227	.562**	.532**	.478**	.761**
Y2 Sig. (2-tailed)	.000		.229	.001	.002	.008	.000
N	30	30	30	30	30	30	30
Pearson Correlation	.258	.227	1	.503**	.507**	.126	.674**
Y3 Sig. (2-tailed)	.169	.229		.005	.004	.507	.000
N	30	30	30	30	30	30	30
Pearson Correlation	.606**	.562**	.503**	1	.520**	.482**	.821**
Y4 Sig. (2-tailed)	.000	.001	.005		.003	.007	.000
N	30	30	30	30	30	30	30
Pearson Correlation	.372*	.532**	.507**	.520**	1	.614**	.793**
Y5 Sig. (2-tailed)	.043	.002	.004	.003		.000	.000
N	30	30	30	30	30	30	30
Pearson Correlation	.462*	.478**	.126	.482**	.614**	1	.658**
Y6 Sig. (2-tailed)	.010	.008	.507	.007	.000		.000
N	30	30	30	30	30	30	30
Pearson Correlation	.746**	.761**	.674**	.821**	.793**	.658**	1
Y Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
N	30	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

	N	%
Valid	30	100.0
Excluded ^a	0	.0
Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.812	6



Lampiran 3: Uji Validitas dan Reliabilitas Variabel Budaya Organisasi

Correlations

Correlations								
	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7	X1
Pearson Correlation	1	.676**	.509**	.731**	.433*	.591**	.676**	.843**
X1.1 Sig. (2-tailed)		.000	.004	.000	.017	.001	.000	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.676**	1	.422*	.777**	.575**	.538**	.579**	.846**
X1.2 Sig. (2-tailed)	.000		.020	.000	.001	.002	.001	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.509**	.422*	1	.367*	.243	.367*	.316	.598**
X1.3 Sig. (2-tailed)	.004	.020		.046	.195	.046	.089	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.731**	.777**	.367*	1	.537**	.729**	.657**	.879**
X1.4 Sig. (2-tailed)	.000	.000	.046		.002	.000	.000	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.433*	.575**	.243	.537**	1	.319	.479**	.682**
X1.5 Sig. (2-tailed)	.017	.001	.195	.002		.086	.007	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.591**	.538**	.367*	.729**	.319	1	.657**	.763**
X1.6 Sig. (2-tailed)	.001	.002	.046	.000	.086		.000	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.676**	.579**	.316	.657**	.479**	.657**	1	.805**
X1.7 Sig. (2-tailed)	.000	.001	.089	.000	.007	.000		.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.843**	.846**	.598**	.879**	.682**	.763**	.805**	1
X1 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
N	30	30	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.883	7



Lampiran 4: Uji Validitas dan Reliabilitas Variabel Motivasi

Correlations

Correlations								
	X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7	X2
Pearson Correlation	1	.899**	.575**	.649**	.756**	.540**	.750**	.896**
X2.1 Sig. (2-tailed)		.000	.001	.000	.000	.002	.000	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.899**	1	.649**	.752**	.794**	.480**	.717**	.915**
X2.2 Sig. (2-tailed)	.000		.000	.000	.000	.007	.000	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.575**	.649**	1	.705**	.814**	.452*	.471**	.792**
X2.3 Sig. (2-tailed)	.001	.000		.000	.000	.012	.009	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.649**	.752**	.705**	1	.637**	.571**	.557**	.830**
X2.4 Sig. (2-tailed)	.000	.000	.000		.000	.001	.001	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.756**	.794**	.814**	.637**	1	.524**	.690**	.892**
X2.5 Sig. (2-tailed)	.000	.000	.000	.000		.003	.000	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.540**	.480**	.452*	.571**	.524**	1	.538**	.696**
X2.6 Sig. (2-tailed)	.002	.007	.012	.001	.003		.002	.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.750**	.717**	.471**	.557**	.690**	.538**	1	.811**
X2.7 Sig. (2-tailed)	.000	.000	.009	.001	.000	.002		.000
N	30	30	30	30	30	30	30	30
Pearson Correlation	.896**	.915**	.792**	.830**	.892**	.696**	.811**	1
X2 Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
N	30	30	30	30	30	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.927	7



Lampiran 5: Data Umum

Data Umum

Umur

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-30 tahun	25	83.3	83.3	83.3
31-40 tahun	1	3.3	3.3	86.7
> 50 tahun	4	13.3	13.3	100.0
Total	30	100.0	100.0	

Jenis Kelamin

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Laki-laki	14	46.7	46.7	46.7
Perempuan	16	53.3	53.3	100.0
Total	30	100.0	100.0	

Pendidikan

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid D3	7	23.3	23.3	23.3
S1	23	76.7	76.7	100.0
Total	30	100.0	100.0	

Lama Bekerja

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1- 5 tahun	19	63.3	63.3	63.3
6-10 tahun	6	20.0	20.0	83.3
> 10 tahun	5	16.7	16.7	100.0
Total	30	100.0	100.0	

Bagian/ Unit

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid CS	9	30.0	30.0	30.0
KA	4	13.3	13.3	43.3
Mantri	10	33.3	33.3	76.7
Teller	7	23.3	23.3	100.0
Total	30	100.0	100.0	

Status Perkawinan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Belum Kawin	8	26.7	26.7	26.7
	Kawin	22	73.3	73.3	100.0
	Total	30	100.0	100.0	



Lampiran 6 : Distribusi Frekuensi Jawaban Responden

Variabel Y

Statistics

		Y1	Y2	Y3	Y4	Y5	Y6
N	Valid	30	30	30	30	30	30
	Missing	0	0	0	0	0	0
Mean		3.30	4.50	4.30	4.47	4.37	4.50
Sum		99	135	129	134	131	135

Y1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3	10.0	10.0
	3	15	50.0	60.0
	4	12	40.0	100.0
	Total	30	100.0	100.0

Y2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	6.7	6.7
	4	11	36.7	43.3
	5	17	56.7	100.0
	Total	30	100.0	100.0

Y3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	4	13.3	13.3
	3	2	6.7	20.0
	4	5	16.7	36.7
	5	19	63.3	100.0
	Total	30	100.0	100.0

Y4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	3	10.0	10.0	10.0
4	10	33.3	33.3	43.3
5	17	56.7	56.7	100.0
Total	30	100.0	100.0	

Y5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	3	10.0	10.0	10.0
4	13	43.3	43.3	53.3
5	14	46.7	46.7	100.0
Total	30	100.0	100.0	

Y6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	2	6.7	6.7	6.7
4	11	36.7	36.7	43.3
5	17	56.7	56.7	100.0
Total	30	100.0	100.0	

Variabel X1**Statistics**

	X1.1	X1.2	X1.3	X1.4	X1.5	X1.6	X1.7
N Valid	30	30	30	30	30	30	30
Missing	0	0	0	0	0	0	0
Mean	4.63	4.50	4.47	4.57	4.53	4.57	4.50
Sum	139	135	134	137	136	137	135

X1.1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	11	36.7	36.7	36.7
5	19	63.3	63.3	100.0
Total	30	100.0	100.0	

X1.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	1	3.3	3.3	3.3
4	13	43.3	43.3	46.7
5	16	53.3	53.3	100.0
Total	30	100.0	100.0	

X1.3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	1	3.3	3.3	3.3
4	14	46.7	46.7	50.0
5	15	50.0	50.0	100.0
Total	30	100.0	100.0	

X1.4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	13	43.3	43.3	43.3
5	17	56.7	56.7	100.0
Total	30	100.0	100.0	

X1.5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	2	6.7	6.7	6.7
4	10	33.3	33.3	40.0
5	18	60.0	60.0	100.0
Total	30	100.0	100.0	

X1.6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	13	43.3	43.3	43.3
5	17	56.7	56.7	100.0
Total	30	100.0	100.0	

X1.7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	1	3.3	3.3	3.3
4	13	43.3	43.3	46.7
5	16	53.3	53.3	100.0
Total	30	100.0	100.0	

Variabel X2**Statistics**

	X2.1	X2.2	X2.3	X2.4	X2.5	X2.6	X2.7
N Valid	30	30	30	30	30	30	30
Missing	0	0	0	0	0	0	0
Mean	4.47	4.57	4.40	4.63	4.53	4.57	4.47
Sum	134	137	132	139	136	137	134

X2.1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	3	10.0	10.0	10.0
4	10	33.3	33.3	43.3
5	17	56.7	56.7	100.0
Total	30	100.0	100.0	

X2.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	3	10.0	10.0	10.0
4	7	23.3	23.3	33.3
5	20	66.7	66.7	100.0
Total	30	100.0	100.0	

X2.3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	1	3.3	3.3	3.3
4	16	53.3	53.3	56.7
5	13	43.3	43.3	100.0
Total	30	100.0	100.0	

X2.4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	1	3.3	3.3	3.3
4	9	30.0	30.0	33.3
5	20	66.7	66.7	100.0
Total	30	100.0	100.0	

X2.5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	1	3.3	3.3	3.3
4	12	40.0	40.0	43.3
5	17	56.7	56.7	100.0
Total	30	100.0	100.0	

X2.6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	1	3.3	3.3	3.3
4	11	36.7	36.7	40.0
5	18	60.0	60.0	100.0
Total	30	100.0	100.0	

X2.7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	1	3.3	3.3	3.3
4	14	46.7	46.7	50.0
5	15	50.0	50.0	100.0
Total	30	100.0	100.0	

Lampiran 7 : Uji Asumsi Klasik

1. Uji Normalitas Variabel Dependen dan Independen

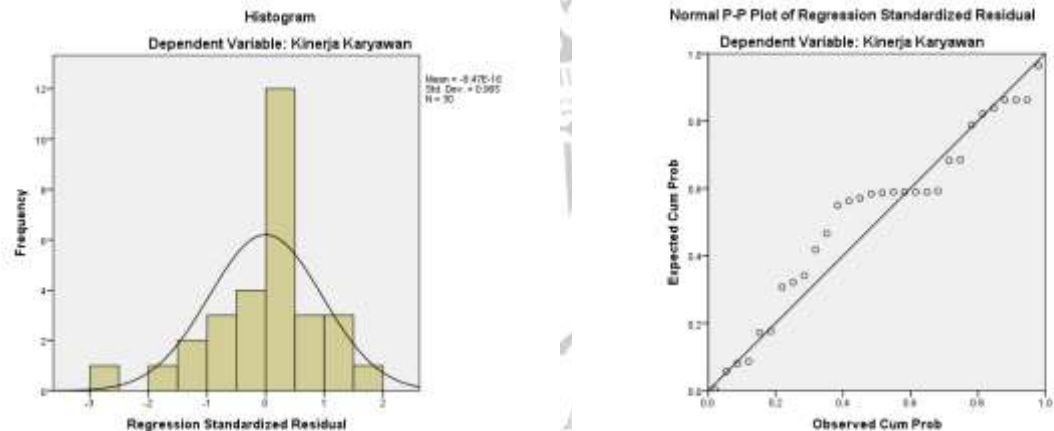
One-Sample Kolmogorov-Smirnov Test

		Budaya Organisasi	Motivasi	Kinerja Karyawan
N		30	30	30
Normal Parameters ^{a,b}	Mean	31.77	31.63	25.43
	Std. Deviation	2.956	3.508	3.202
	Absolute			
Most Extreme Differences	Positive	.195	.185	.188
	Negative	.137	.169	.133
Kolmogorov-Smirnov Z		1.069	1.013	1.028
Asymp. Sig. (2-tailed)		.204	.257	.241

a. Test distribution is Normal.

b. Calculated from data.

2. Uji Normalitas Residual Regresi



One-Sample Kolmogorov-Smirnov Test

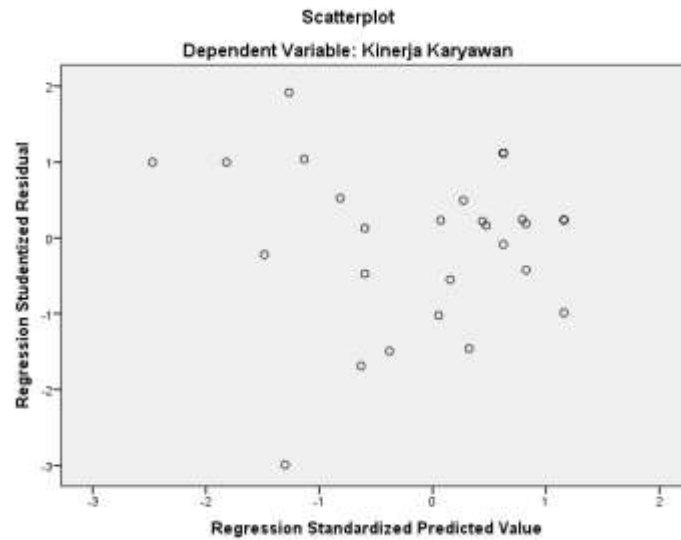
		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.64374733
Most Extreme Differences	Absolute	.184
	Positive	.105
	Negative	-.184
Kolmogorov-Smirnov Z		1.010
Asymp. Sig. (2-tailed)		.259

a. Test distribution is Normal.

b. Calculated from data.



3. Uji Heteroskedastisitas



Uji Glejser

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.999	2.144		2.798	.009
	Budaya Organisasi	-.054	.077	-.147	-.695	.493
	Motivasi	-.097	.065	-.316	-1.494	.147

a. Dependent Variable: absolute.residual

4. Uji Multikolinearitas

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Budaya Organisasi	.683	1.465
	Motivasi	.683	1.465

a. Dependent Variable: Kinerja Karyawan

5. Uji Autokorelasi

Model Summary^b

Model	Durbin-Watson
1	2.139 ^a

a. Predictors: (Constant), Motivasi, Budaya Organisasi

b. Dependent Variable: Kinerja Karyawan

6. Uji Linieritas

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Kinerja Karyawan * Budaya Organisasi	(Combined)		197.144	7	28.163	6.182	.000
	Between Groups	Linearity	167.543	1	167.543	36.778	.000
		Deviation from Linearity	29.602	6	4.934	1.083	.403
	Within Groups		100.222	22	4.556		
	Total		297.367	29			

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Kinerja Karyawan * Motivasi	(Combined)		229.343	8	28.668	8.850	.000
	Between Groups	Linearity	174.760	1	174.760	53.951	.000
		Deviation from Linearity	54.583	7	7.798	2.407	.056
	Within Groups		68.024	21	3.239		
	Total		297.367	29			

Lampiran 8 : Analisis Regresi Linier Berganda

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Motivasi, Budaya Organisasi ^b	.	Enter

a. Dependent Variable: Kinerja Karyawan

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.858 ^a	.737	.717	1.704	.737	37.734	2	27	.000

a. Predictors: (Constant), Motivasi, Budaya Organisasi

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	219.011	2	109.506	37.734	.000 ^b
	Residual	78.355	27	2.902		
	Total	297.367	29			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Motivasi, Budaya Organisasi

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	-5.174	3.597		-1.438	.162			
	Budaya Organisasi	.506	.130	.467	3.905	.001	.751	.601	.386
	Motivasi	.460	.109	.504	4.211	.000	.767	.630	.416

a. Dependent Variable: Kinerja Karyawan